IT Transformation

IT Managers Update

July 2009

Drivers for Change

Reasons to **change the way information technology is delivered at UBC** are both preventative and enabling in nature.

- Financial pressures demand greater transparency and **control of IT costs** across UBC

- Risk to **information integrity** through lack of control (see also External Review)

- Need to **improve IT enablement** of research and teaching at UBC

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Overall Vision of How We Deliver IT

The fundamental vision is to **integrate IT delivery where this leads to benefits**, without reducing the flexibility required by academic work.

- Define a single **IT service model**

- Establish integrated **IT governance**

- Establish integrated **IT operations** where this delivers benefits

- Establish a workable **IT funding** model to help ensure essential equipment maintenance and cost effective service expansion

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What is an IT Service Model?

An IT Service Model describes the **elements that make up an organization's IT service** in several different dimensions.

- Functions – defines the **scope** of IT services

- Services – defines discrete IT **solutions** which customers can obtain

- Capabilities – the processes, people and tools that IT uses to **deliver its services**

- Organizational units – by which the **accountability** for IT delivery is structured

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IT Governance Structure

The IT governance **model must be simple** and focused on directing IT policy, IT strategy and GPO funding for IT.

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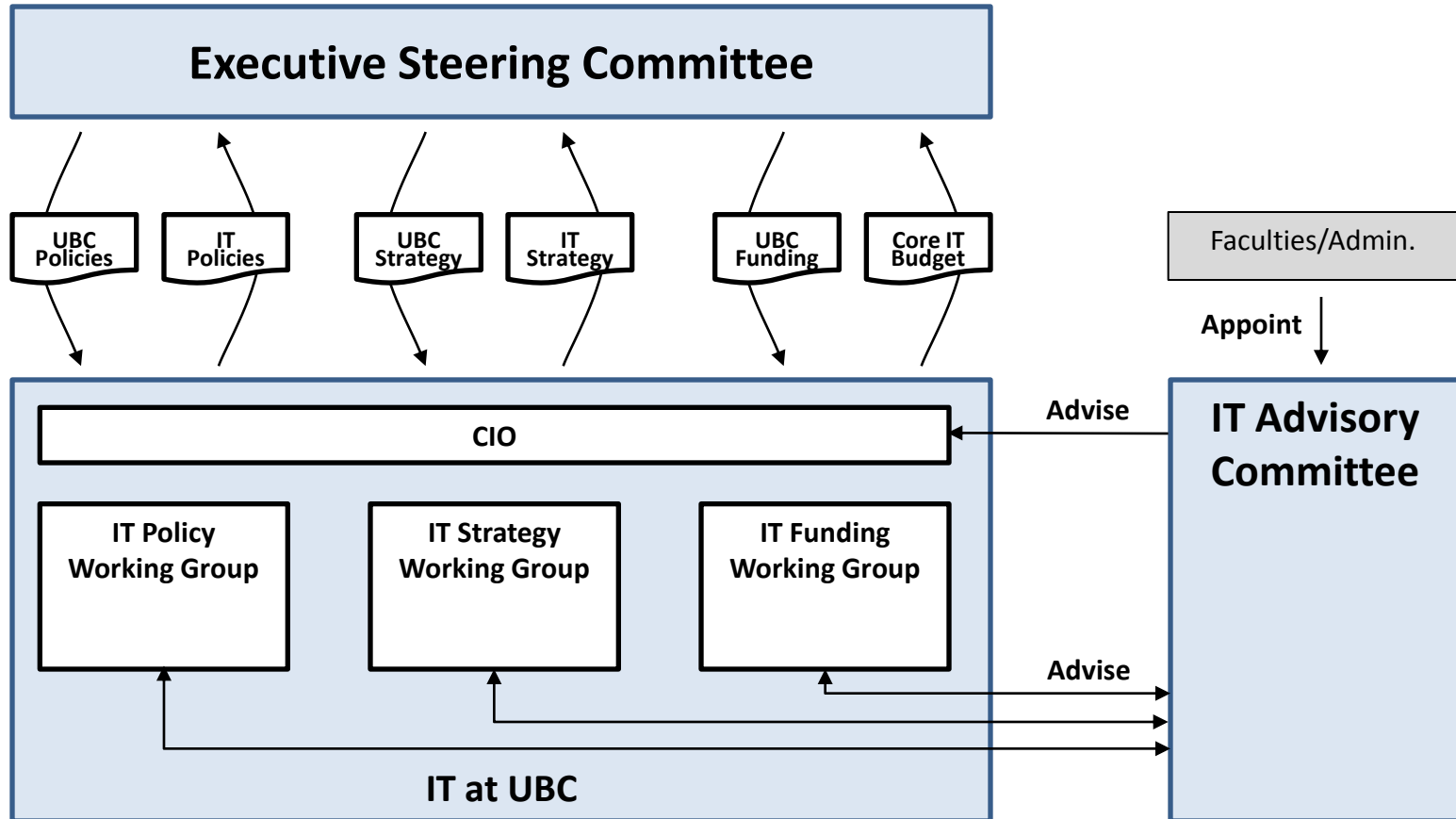
IT Enablement Context

Phase I: Outline	Phase II: Pilot Planning	Phase III: Pilot
May – early July	July – October	November +

Phase I: Outline

- Service Catalogue ('what we do')
- Governance Structure ('how we control it')
- Stakeholder Engagement
- High-Level Pilot Plan

Phase II: Pilot Planning

- **Pilot scope and service level expectations**
- **Pilot Cost Base**
- **('how much it costs to do')**
- **Pilot Funding Model ('how we afford it')**
- **Pilot Operating Model ('how we do it')**
- **Pilot deployment plan**

Phase III: Pilot

- Pilot deployment and operation
- Pilot performance monitoring
- Model adjustment
- Further deployment planning

Enablement Program

- **Common ITIL Implementation**
- **PC Life-Cycle Management**
- **SLA Definition**
- **Integrated Security Management**

- **Common hosting services**
- **Common license provisioning**
- **Common contractor provisioning**

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Overall Approach

July	August	September	October

1 Identify Value Hypotheses & Quick-win Opportunities

2 Validate Hypotheses & rank for priority based on:
- Magnitude of benefit
- Ability to achieve
- Time to achieve
- Investment need

3 Create full business case for top-ranked value-creators

4 Define Enablement Program

5 Launch Enable-ment Program

①
- Small expert group discussion
- High-level assumptions
- Guess-timated numbers
- Peer review

③
- Full cost/benefit assessment
- NPV/IRR calculations
- Enablement timeline definition
- Investment definition
- Cash flow definition
- Sign-off at VP level

⑤
- Resource assignment
- Facilities provisioning
- 3rd party engagement
- Launch events

②
- Small group of analysis
- Cost baseline information gathering
- Enablement activities description/costing
- Benefits description and valuing
- Detailed assumptions
- Expert review and confirmation

④
- Scheduling of individual projects
- Identification of inter-dependencies
- Program level resource needs
- Project level resource needs
- Enablement issue/risk compilation

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Initial Hypotheses

	Opportunity	Financial	Risk	Enablement
Foundational	Shared Career Framework	L	H	H
	Shared Support Processes & Tracking Tools	L	M	H
	Identity Management	M	H	H
	IT Cost element definition & reporting	M	L	M
Operational	Shared IT capacity development	M	M	H
	Common security practices	L	H	L
	Development of the virtual stack	H	M	H
	Development of the virtual desktop	H	M	H
	mySIP	H	L	M
	Expanded hosting capacity	M	H	H
	Integrated Staff/Faculty communication	L	L	H
	Integrated Student communication	L	L	H
	Expanded shared procurement	H	L	H

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Pilot Participant Group

Initial Participants
UBC IT department
MedIT department
other Medicine IT groups
Science Faculty - Dean's Office
Computer Science department
Sauder School of Business
Applied Sciences – Dean's Office
E&CE department
Finance, Resources & Operations
Human Resources
Enrollment Services
Student Services
UBC Okanagan

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